

ARIZONA DEPARTMENT OF EMERGENCY AND MILITARY AFFAIRS

1999 Annual Report

Major General David P. Rataczak



JANE DEE HULL
GOVERNOR

STATE OF ARIZONA
Department of Emergency And Military Affairs
5636 EAST McDOWELL ROAD
PHOENIX, ARIZONA 85008-3495
(602) 267-2700 DSN: 853-2700



THE ADJUTANT GENERAL
MAJ. GEN. DAVID P. RATA CZAK
DIRECTOR

October 1, 1999

Governor Hull:

In accordance with ARS 26-113, I am pleased to submit the Annual Report for the Department of Emergency and Military Affairs for 1999. This year has been an exceptionally active one for this department. Community, State and Federal missions have required all employees, both full-time and part-time, to maintain a vigorous pace in our provision of services to the citizens of this state and nation.

In our community role, this agency recently partnered with the Wilson School District located in central Phoenix. As part of this partnership we have participated in neighborhood clean-ups and are establishing the groundwork for a mentorship program with their students. Other initiatives have resulted in approximately fifty thousand hours of community service being performed by people associated with this department.

In response to our federal mission the Army National Guard's 416th Air Traffic Control Squadron completed a nine-month tour of duty in Bosnia. The 852nd RAOC recently began a nine month deployment in support of peacekeeping operations in Kosovo and the Air National Guard's 161st ARW deployed a significant portion of its unit to Europe for six weeks in support of the Air Campaign in Kosovo. Additionally, engineering and medical personnel from the Army National Guard deployed to various locations in the Central America and the Dominican Republic to assist in disaster relief operations following the unusually severe storms striking that region of our hemisphere.

Project Challenge continues to be a great success. There were 187 former high school dropouts that completed this program of which 148 have received GED's or high school diplomas. Each of these students return to their communities as productive, motivated citizens ready to make a contribution.

Finally, the economic impact of this organization must be mentioned. Federal funding for our operations in federal fiscal year 1999 was in excess of \$240 million dollars, much of which was expended for payroll for our nearly seven thousand employees or used to purchase goods or services in our communities. Our economic impact on this state remains substantial.

Sincerely,

David P. Rataczak

DAVID P. RATA CZAK
Major General, AZ ARNG
The Adjutant General

Saving Lives . . .
Building Futures



Governor Jane Dee Hull



Major General David P. Rataczak

Our Vision

A Department which will consist of trained and educated members who will provide for the safety and well-being of the state and nation into the 21st Century. We will encourage people to excel and to actively participate in shaping our destiny.

Department of Emergency and Military Affairs

The Department of Emergency and Military Affairs consists of the Army and Air National Guard, and the Division of Emergency Management. The Department provides unique capabilities and services to the citizens of Arizona in three distinct roles: state, community and federal.

Service to the state: The Department serves to protect the life and property of Arizona residents. Elements of the Arizona National Guard and Arizona Division of Emergency Management responded during the 1993 Statewide Floods, the 1995 Amtrak derailment, the perennial onslaught of wildland fires, the blizzards in northern Arizona in 1997, and the effects of Hurricane Nora in 1998.

The Arizona Division of Emergency Management tested contingency plans, directed the Palo Verde Nuclear Plan exercise, dispatched liaison and damage assessment teams, and coordinated the response efforts of state and local agencies to provide shelter, equipment, food, supplies and services, and the restoration of critical facilities.

During the spring of each year, the Arizona Army National Guard aviation group has historically conducted wildfire suppression training with UH-60 helicopters and a 660-gallon water bucket. In previous years, these drops were made in no particular location. This year, however, in a combined state mission and community partnership, specific water-drop sites were identified that would be beneficial to desert wildlife.

The Arizona Division of Emergency Management supported 497 search and rescue missions in fiscal year 1999. All missions were accomplished through the cooperative efforts of state, county and local agencies.

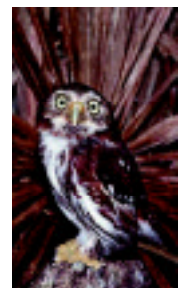
The department is very aware of its need to preserve the environment and is committed to promoting environmental stewardship while maintaining military readiness. Compliance with environmental regulations requires that steps be taken to

reduce and reconcile the impact of this training on the environment.

There are two pillars in environmental conservation: cultural and natural resources. Culturally, the training lands within the state are quite diverse, ranging from a Navajo village at Camp Navajo to Hohokam artifacts at Florence Military Reservation (FMR). Our training area in Safford has one of the highest site densities of artifacts known in Arizona. The features include extensive prehistoric waffle gardens, a field or possible pit house, several Civilian Conservation Corps check dams and a unique historic scatter that includes the remnants of an early 1900's harmonica.

At Florence Military Reservation, we have several sites eligible for listing on the National Register of Historic Places. The majority of the sites contain artifacts that are the remnants of pre-Classical Hohokam period stone tools. However items dating back to the Archaic Period can be found as well. A Cultural Resource Management Plan will address how the National Guard will conserve and protect these state treasures. Natural resource projects include Land Condition Trend Analysis, which scientifically measures the growth and distribution of vegetation on the training lands, and surveys for both birds and mammals. Although our training lands do not include any endangered animals, Florence Military Reservation is home to the Sonoran Desert Tortoise, a species of concern. FMR is also a portion of the 750,000 acres which has been designated, by the US Fish and Wildlife Service, as critical habitat for the Cactus Ferruginous Pygmy Owl. The department is currently conducting a Biological Assessment, and is in consultation with the Fish and Wildlife Service to determine what training activities are compatible with the Pygmy Owl.

The Environmental section is also responsible



CACTUS FERRUGINOUS
PYGMY OWL

for land rehabilitation and maintenance. This program maintains the training lands by rebuilding combat trails, stabilizing soil and revegetating. Currently an Erosion Control Plan is being developed which will give us possible solutions to soil loss and dust control issues at Florence Military Reservation.

The department is demonstrating its commitment to the environment and the public by constructing an "earthship." This project is funded in part by grants, and will be a fully equipped, self-contained, 5,000 square foot building constructed of used tires. This "green" building will not only be capable of heating and cooling itself through natural ventilation, but will also produce its own electricity through photovoltaic power. The building will also recycle "graywater" through plants within the central courtyard, nourishing the plants while filtering the water.

Another conservation program is the Energy Management System, which reduced energy cost within the organization by \$280,000 this year. The Governor named Jeff Seaton the State Energy Manager of the Year and the Project Manager of the Year. In addition, the Department of Defense also recognized Seaton at the national level as second place Energy Manager of the Year.

Service to the Community: The agency has a strong attachment to the community. Our unique organization allows us to serve statewide and affect every county in the state of Arizona.

We recently partnered with the Wilson School District in an at-risk, Phoenix neighborhood. We provided mentoring programs, a drug-demand reduction program, and have participated in neighborhood cleanups with area residents.

The department also participated in the Drug-Free and Drug-Demand Reduction Programs that include neighborhood counterdrug teams, Arizona Freedom Academy and the Military Services Community Drug Awareness Award Program.



Sgt. 1st Class Art Branding, Headquarters, 158th clears trash from the highway as part of an Adopt-a-Street program.

A key player in the drug-free effort is the Joint Counter Narcotics Task Force (JCNTF). The Arizona National Guard provided military resources in support of federal, state and local law enforcement agencies for the ongoing "war on drugs." Additionally, the JCNTF supported demand reduction agencies.

Another key activity that provided value to the community is our Project ChalleNGe program. The Project ChalleNGe program provides high school dropouts a means to obtain their General Education Diploma and become productive citizens of the state of Arizona.

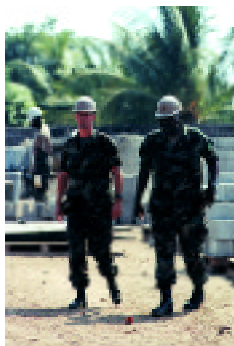
Units, sections and individuals within the department participated in blood drives, school or class sponsorships and Special Olympics.

The Arizona Army National Guard conducted training while simultaneously serving a medically "under-served" community. Medics gave immunizations, routine physicals and preventative health care education at El Pueblo Neighborhood Center and Medical Clinic in Tucson. At the same time, Project ChalleNGe students and the JCNTF Guard members assisted with graffiti abatement and neighborhood beautification projects.

The Phoenix-based 161st Air Refueling Wing is still involved in the relocation project to allow for the expansion of Sky Harbor International Airport. This \$60 million project began in 1997 and is scheduled for completion in 2000.

Service to the Nation: The Arizona National Guard, having served in every major conflict of our nation, is an integral component of the United States military force. At any given time, Arizona's Guard members are serving somewhere throughout the world, protecting our nation's interest as part of the Total Force.

In January 1998 the 123rd Mobile Public Affairs Detachment was mobilized in support of Operation Joint Forge. They were sent to Germany to assist the Chief of Public Affairs, Headquarters U.S. Army, Europe, where they monitored the public affairs units serving in Bosnia-Herzegovina, Hungary, Croatia and Macedonia. They returned in September 1998. Again, they deployed to El Salvador, Honduras and Nicaragua in December 1998 and returned in late January 1999.



1st Lt. Kevin Trammell (left), 123rd MPAD, escorts Col. Charles McCarty, Brigade Commander, 98th Troop Command, during a troop visit to Honduras.

The Detachment 1, 416th Air Traffic Service Company mobilized in February and returned August 28, 1999 in support of Operation Joint Force. They also served in Bosnia-Herzegovina directing and controlling air traffic over Bosnia.

In June 1999, the 852nd Rear Area Operations Company was called to serve in Macedonia in support of the Kosovo crisis. They are expected to return in December 1999.

Other units served in Honduras, Guatemala, Republic of Panama and the Dominican Republic, providing ordnance removal, road and bridge construction, well drilling and medical aide.

Over 200 airmen of the 161st Air Refueling Wing were called to serve in support of the Kosovo crisis. Initially called on active duty to support Operation Allied Force for a period of 270 days, wing members returned home safely after serving in the European Theatre of Command for two months.

Arizona's Division of Emergency Management has earned a reputation as one of the leading organizations in the nation. They are routinely

called upon by the Federal Emergency Management Agency and the National Emergency Management Association to participate in the development of national strategies, policies and procedures.

Arizona's State Partnership Program: The State Partnership Program was implemented with Kazakhstan in 1995. This state-to-nation program builds bridges that span the geographic, cultural and political gulf between the citizens of Arizona and those of the former Soviet bloc. The Arizona State Partnership Program is 100% federally funded.

With similar natural hazard concerns, both Arizona and Kazakhstan benefit from sustained cooperation for emergency planning that will enable Arizona and Kazakhstan to keep ahead of the severity and complexity of modern disasters.



A 161st ARW crewman greets his children upon returning from support of the Kosovo crisis.



**GOVERNOR
STATE OF ARIZONA**

**THE ADJUTANT
GENERAL**

**ARIZONA ARMY
NATIONAL GUARD**

**ARIZONA AIR
NATIONAL GUARD**

**DIVISION OF
EMERGENCY MNGT.**



APPENDIX A. ARIZONA ARMY NATIONAL GUARD



Our unique organization offers a variety of expertise and skills that are provided through various units within the organization. The following units provide the equipment and skills that meet community, state and national needs.

State Aviation Office

The mission of the state aviation office is to assist assigned aviation units, other units and the State Area Command (STARC) in achieving the aviator readiness levels necessary to allow for rapid mobilization. The aviation program provides aviation assets in the counterdrug effort and accomplishes state emergency missions as required.

There are two Army Aviation Support Facilities (AASF):

AASF #1, Phoenix:
385th Aviation Regiment
Company C, 1st Battalion, 189th
Aviation
416th Air Traffic Service Company

STARC Aviation section
Reconnaissance and Interdiction
Detachment (RAID)

AASF #2, Marana:
1/285th Aviation Battalion (Attack)
Western Army Aviation Training Site

Army Aviation Support Facility #1: Accomplishments:

- Continued the aviation support for wild-land fire emergencies throughout Arizona.
- Provided aircraft and technical support for:
Several school orientations
Legislative orientations
Kazakstan mission
Williams Gateway Air Show
Recruiting and retention support
Luke AFB support
- RAID aviation and the AASF #1 have flown 1120 hours on operational drug missions for multiple law enforcement agencies. RAID supports approximately 14 local law enforcement agencies. The unit assisted with the seizure of 8,000 pounds of illegal substances and aided in over 20 arrests.

The Arizona Army National Guard joined with parents, students and officials of the Wilson School District in Phoenix to clean up the neighborhood in the surrounding area.



Army Aviation Support Facility #2:

Accomplishments:

- Provided aviation support to the Arizona Department of Emergency Management for the following:
 - Search and rescue operations in the Mt. Graham, Graham County, area for lost campers.
 - Support for crash investigation of the 162nd Fighter Wing F-16 crash at Gila Bend.
 - Search support for 162nd Fighter Wing jettisoned fuel tanks.
- Provided aviation and technical support for numerous static displays and air shows.
- Provided aircraft and crews for inter-service training.

98th Troop Command

The 98th Troop Command sent units on overseas deployment training missions to Bosnia-Herzegovina, Honduras, Dominican Republic, El Salvador, Nicaragua and Guatemala. The 123rd Mobile Public Affairs Detachment; Company C, 111th Medical Battalion; 257th Engineer Detachment; 258th Engineer Company and 855th Military Police Company participated in these deployments.

123rd Mobile Public Affairs Detachment

The 123rd MPAD participated in four overseas training missions this past year. They were called to duty to support Operation Joint Guard from January 1998 to September 1998. The unit's mission was to produce public affairs plans and policy guidelines, Armed Forces Network television and radio spots, media analysis, European Army website oversight, and the acquisition and marketing of public affairs products. They sent a total of 18 personnel to Germany, Bosnia-Herzegovina, Hungary, Croatia and Macedonia.

In March 1999 two soldiers were sent to Alaska in support of exercise Northern Edge. They augmented the 20th Public Affairs Detachment (Active Component) to provide public affairs acquisition support.



The 257th Engineers drill a drinking-water well while on annual training in Guatemala.

The unit supported New Horizons 99 in San Pedro Sula, Honduras (April 1999) and Operation Build Hope in El Salvador (December 1998). Six personnel supported the Honduras mission and nine supported the El Salvador mission, providing acquisition support including print journalism for newspapers. They also did video products that were used by local national television stations and internal Army networks.

Company C, 111th Medical Battalion

Company C, 111th Medical Battalion went to the Dominican Republic in support of Task Force Caribbean Castle. The unit sent four rotations, with 58 soldiers participating, over a ten week period from May 14 to July 25, 1999. The soldiers operated a clinic at the base camp in Monte Plata, sending medics, in teams of two, to four engineer project sites to provide medical support.

257th Engineer Detachment

The 257th Engineer Detachment sent eleven soldiers to Puerto Barrios, Guatemala, from June 19 to July 10, 1999 in support of Task Force Motagua. The unit constructed a water well approximately 1,060 feet in depth that provides clean drinking water to the village of Puerto Barrios.

258th Engineer Company

The 258th Engineer Company, in support of Task Force Sula, sent 120 soldiers in three rotations to San Pedro Sula, Honduras, from February 20 to April 4, 1999. There was a total of four missions which included grading 23 miles of road, two projects of fill and compaction of washed out roads, and a main project of building a low-water crossing.

855th Military Police Company



The 852nd RAOC departed for deployment to Macedonia in support of the NATO peace-keeping activities in Kosovo.

The 855th Military Police Company sent 96 soldiers in three rotations to Aguan Valley, Honduras, from April 2 to May 16, 1999 in support of Task Force Aguan. Their mission was to accomplish base security, and to perform a 300 mile convoy security mission. Their commander was asked to return to act as the Task Force Provost Marshall until July 9, 1999.

153rd Field Artillery Brigade

In August 1998, the brigade headquarters participated in the 40th Infantry Division Warfighter exercise at Ft. Leavenworth. The training consisted of a computer assisted force on force command post exercise for about 900 participants, for which the 153rd Field Artillery Brigade provided the artillery counter-fire.

In January, the headquarters was a key player in a bilateral exercise with the Japanese Ground Self-Defense Force. The brigade tested a 21st Century fire support concept of a self-contained Field Artillery Task Force.

1st Battalion, 180th Field Artillery

The 1st Battalion continued its role as “Thunder Horse,” the opposing force field artillery at the National Training Center at Ft. Irwin, CA. The opposing force, or “OPFOR,” is a world class opponent for the U.S. Army forces who train at the post. A full battalion-sized training rotation was conducted in July 1998, followed by three smaller battery-sized rotations in January, March and June 1999.

2nd Battalion, 180th Field Artillery

The 2nd Battalion transitioned from its previous role as a self-propelled direct support battalion to its current configuration as a towed, general support battalion. They completed this difficult transition in less than five months, becoming combat ready by the end of annual training at Camp Navajo and Florence Military Reservation in July 1999.

363rd Explosive Ordnance Disposal Company

The 363rd Company deployed to the Republic of Panama in May 1999 to conduct range clearing operations on former training ranges. The clearings were performed in anticipation of the return of these military areas to Panama under the Canal Treaty.

852nd Rear Area Operations Center

The 852nd was called to active service on June 23, 1999 in support of NATO peacekeeping activities in Kosovo. The unit is operating Camp Able Sentry in Macedonia, and is expected to return in December 1999.

The 258th Engineer company repairs one of the roads on Camp Navajo during annual training.

Western Army Aviation Training Site

Located near Marana, the WAATS completed a successful training program during the fiscal year. Training included instruction in the OH-58 A/C (Observation), OH-58F (RAID), AH-1E/F (Attack), AH-64A (Attack) helicopters; AH-64A Combat Mission Simulator (CMS), AH-1 Flight Weapon Simulator (FWS), and individual and professional development courses.

The Simulation Company provided instruction to 1,390 students in 1999, of which 331 were aviators and 261 were enlisted soldiers. Training included course work for foreign military students. Saudi Arabia completed 662 hours in the AH-64A CMS. Four Saudi Arabian students performed training in aviation supply operations, and students from Turkey and Korea completed the AH-1 Maintenance Test Pilot Course.

Projections for fiscal year 2000 include training 620 aviators and enlisted students among the 1,250 students receiving Regional Simulation training. The active Army is sending aviators from the 4th Squadron, 3rd Armored Cavalry Regiment from Ft. Carson to attend the AH-64A aeroscout course



prior to their deployment to Bosnia-Herzegovina. We plan to fly 8,000 hours in helicopters, and 8,400 hours of CMS/FWS simulation. Foreign military training will expand with the AH-64A CMS, and include 432 hours for Saudi Arabia and 410 hours for the United Arab Emirate. The United Arab Emirate will send 25 aviators to attend the AH-64A aircrew coordination course, and three students from Turkey are scheduled to attend the AH-1 Maintenance Test Pilot course

By the end of fiscal year 2000, the WAATS will complete installation of a second AH-64A CMS, greatly enhancing our ability to meet increased simulation requirements. Additionally, the WAATS will continue to increase our role in assisting other states in completing AH-1 Cobra gunnery requirements.

With developments like these, the WAATS continues to be recognized as a high quality training facility within the international community. Foreign military student training will continue to grow as new opportunities are fostered and developed. Potential foreign customers include: Saudi Arabia, United Arab Emirate, Jordan, Turkey, Korea, Egypt and Singapore.

SUPPORT TO CIVIL AUTHORITIES



SEARCH AND RESCUE - 2

- Mandays: 8
- Aviation Hours: 12.4

PALO VERDE SUPPORT - 1

- Mandays: 1

WILDLAND FIRE SUPPORT - 21

- Mandays: 144
- Aviation Hours: 6.3



TOTAL MISSIONS: 24
TOTAL MANDAYS: 153
TOTAL AVIATION HOURS: 18.7



The AH-1 Cobra Helicopter is used for training missions at the Western Army Aviation Training Site, Marana.

Camp Navajo

Camp Navajo is located 12 miles west of Flagstaff. The installation is comprised of 44 square miles (28,000 acres) and is one of the Arizona National Guard's major training sites.

The Commander, Camp Navajo has three missions:

- Command and control of AZ ARNG units in Northern Arizona.
- Operation of the 600-person Training Site.
- Operation of an Industrial Mission.

Command and Control

The Commander, Camp Navajo, provides Command and Control for all AZ ARNG units stationed in Northern Arizona. These units and their locations are:

- Headquarters and Headquarters Detachment, Bellemont.
- 258th Rear Area Operations Center, Bellemont.
- 1404th Transportation Company (-), Bellemont.
- Detachment 1, 1404th Transportation Company, Show Low.
- 2220th Transportation Company (-), Flagstaff.
- Detachment 1, 2220th Transportation Company, Prescott.

These six units represent approximately 520 men and women serving in the Arizona Army National Guard in Northern Arizona.

HHD, Camp Navajo

This 92-person unit provides the core of staff and personnel that facilitates the ability of the Commander, Camp Navajo to accomplish all three of his missions.

The assigned full and part-time staff support and coordinate subordinate unit activities during commandwide or statewide exercises.

258th Rear Area Operations Center

During mobilization, this 26-person unit plays a crucial role in the Corps rear by providing coordination, communications, and logistical support to units in transit to or from forward areas of the battle zone.

To meet the challenge of this mission, this unit frequently trains with its active duty higher headquarters and participates in corps level exercises.

The 258th participated in the Yama Sakura exercise, at Camp Zama, Japan and the Evergreen exercise at Ft. Lewis, WA.

Transportation Companies:

1404th Transportation Company

2220th Transportation Company

These two truck companies have the primary mission of hauling supplies. The 1404th TC has 48 palletized loading systems (PLS), consisting of a tractor and two trailers per system. The 2220th TC has 66 5-ton tractors and 107 trailers. The unit can haul with flatrack trailers or low-boy trailers, depending on the load type and weight. Both units are capable of performing long and short hauling missions.

Some typical training missions these units have performed to insure that their personnel get proper training include:

- Transportation of Field Artillery equipment



The palletized loading system of the 1404th Transportation Company is one of the U.S. Army's newest cargo haulers.

to and from the National Training Center at Ft. Irwin, CA.

- Hauling of materials to the Defense Re-utilization Management Offices located at Luke AFB, David-Monthan AFB and Barstow, CA.
- Transportation of Bomb Dummy Units from Salt Lake City, UT, to Camp Navajo.
- Participated in numerous local community activities such as parades, rodeos, and open house events as well as supporting Special Olympics, Boy Scouts and other nonprofit agencies.

Training Site

The Camp Navajo Training Site accommodated requests from 104 official users for billeting, resulting in 28,845 overnight stays.

The majority of users were Arizona National Guardsmen performing their two days of training per month or two weeks of annual training.

Projects which have been accomplished to improve the comfort, safety and efficiency of the eight-building complex have been:

- Installation of energy efficient T-8 fluorescent lighting fixtures.
- Upgrade of the existing facility fire alarm system.

Industrial Mission

The industrial mission at Camp Navajo directly employs 98 full-time state of Arizona covered and non-covered workers. These workers, funded with non-appropriated dollars, provide security, fire prevention and protection, resource management, facility maintenance and repair, vehicle maintenance, production, administrative support, and command and control for the mission.

Current Department of Defense customers are:

- U.S. Air Force Space and Missile Command - receipt, storage, and shipment of Minuteman II/III rocket motors.
- U.S. Navy Strategic Systems Program - receipt, storage, and shipment of Trident I (C4) rocket motors.
- Air Combat Command - receipt, storage, minor maintenance, and shipment of Air Launched

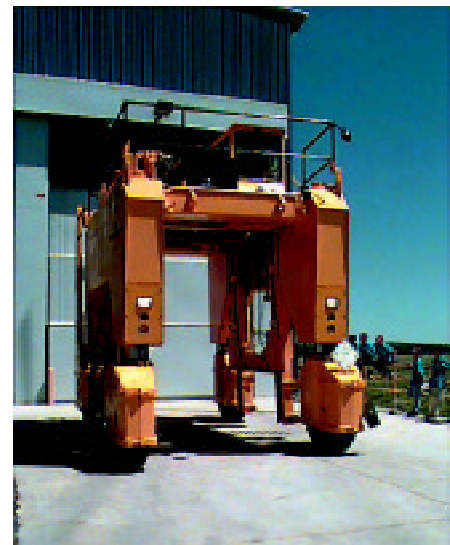
Cruise Missiles (ALCMs).

- Defense Logistics Agency - storage of strategic and critical materials (raw rubber and tannin).
- Aviation Troop Command - receipt, storage, and shipment of ammunition to support the UH-64 (Apache) Helicopter Program.
- Hill Air Force Base - storage, refurbishment, and shipment of Bomb Dummy Units.

In support of the Trident I (C4) rocket motor storage mission, the U.S. Navy is conducting a five-year, \$32 million military construction program to modify 72 munitions magazines at Camp Navajo. As of June 30, Phase 2 of this program has been completed and 28 igloos have been turned over to Camp Navajo for use.

Camp Navajo is the only National Guard run facility and the only Army installation in the United States with responsibilities under the Strategic Arms Reduction Treaty (START). Inspection teams from the former Soviet Union periodically visit the installation to verify count and serial numbers of Intercontinental Ballistic Missile rocket motors stored at the facility.

During 1998, Camp Navajo infused \$3.5 million in salary, \$3.2 million in supplies and services, and \$7.2 million in construction related dollars into the Flagstaff and Northern Arizona economy.



The straddle carrier facilitates the transport of rocket motors.

APPENDIX B. ARIZONA AIR NATIONAL GUARD



The Arizona Air National Guard is comprised of four major elements. The Air National Guard Headquarters, located at Papago Park Military Reservation in Phoenix, provides headquarters support and coordination activities to the three operating commands.

The 161st Air Refueling Wing is located at Phoenix Sky Harbor International Airport; the 162nd Fighter Wing is located at the Tucson International Airport and the 107th Air Control Squadron is located at Papago Park Military Reservation in Phoenix.

161st Air Refueling Wing

The 161st Air Refueling Wing operates KC-135E air refueling aircraft. The operational mission of the 161st ARW is high speed aerial refueling, enabling U.S. and allied aircraft to fly farther and longer to accomplish tactical missions. Due to the expansion of the Sky Harbor Airport and the addition of a third runway, the Air National Guard base is in the process of relocating to provide the necessary space for expansion. As a result, the 161st ARW is involved in a complete base restoration project. The \$60 million dollar project includes 275,000 square feet of facilities, infrastructure and an aircraft parking ramp. The base relocation will be completed in fiscal year 2000, and will result in a new facility able to meet the needs of the state and nation well into the next century.

This year, the 161st Copperheads were again called to serve our nation when they were one of the first Air National Guard units called to active duty in response to the Presidential Selective Reserve Call-up. Over 200 members of the wing responded to the call to serve in support of the Kosovo crisis. Initially called on active duty to support Operation Allied Force for a period of 270 days, wing members returned home safely after serving in the European Theatre of Command for two months.

The partnership between the Phoenix Air National Guard and the community was evident in this personnel call-up, by the outstanding support that our deployed airmen received from the community and local businesses both while they were deployed and as they came home.

The 161st also took part in a five-week rotation at Incirlik Air Base in Southern Turkey in support of Operation Northern Watch, the defense of the no-fly-zone at Iraq's northern border.

162nd Fighter Wing

The 162nd Fighter Wing operates F-16 Fighter aircraft and is based at Tucson International Airport. The 162nd Fighter Wing trained more than 150 fighter pilots this year. To date they have trained more than 5,500 personnel for the Air National Guard, the United States Air Force Reserve, the United States Air Force, and the air forces of Bahrain, Indonesia, Portugal, the Netherlands, Singapore, Thailand, Turkey, Belgium, Jordan, Norway, Denmark, Japan and Taiwan.

During wartime, the 162nd FW will continue to train combat pilots, and augment other combat units with F-16 pilots, aircraft maintenance and support personnel as needed. There are also wartime commitments for the Civil Engineering



The Crash and Recovery Team secure cables from an air National Guard crane to a "disabled" 162nd Fighter Wing F-16 during a Major Accident Response Exercise in May.



Staff Sgts. Cale Dansbee and Roger Wills prepare a “disabled” F-16 for transport during a Major Accident Response Exercise.

Squadron Prime BEEF teams, the Services Flight Prime RIBS teams, the Medical Squadron, the Fire Protection teams and the Readiness teams.

The 162nd FW consists of 10 squadrons and one flight and also hosts the Air National Guard and Air Force Reserve Test Center.

107th Air Control Squadron

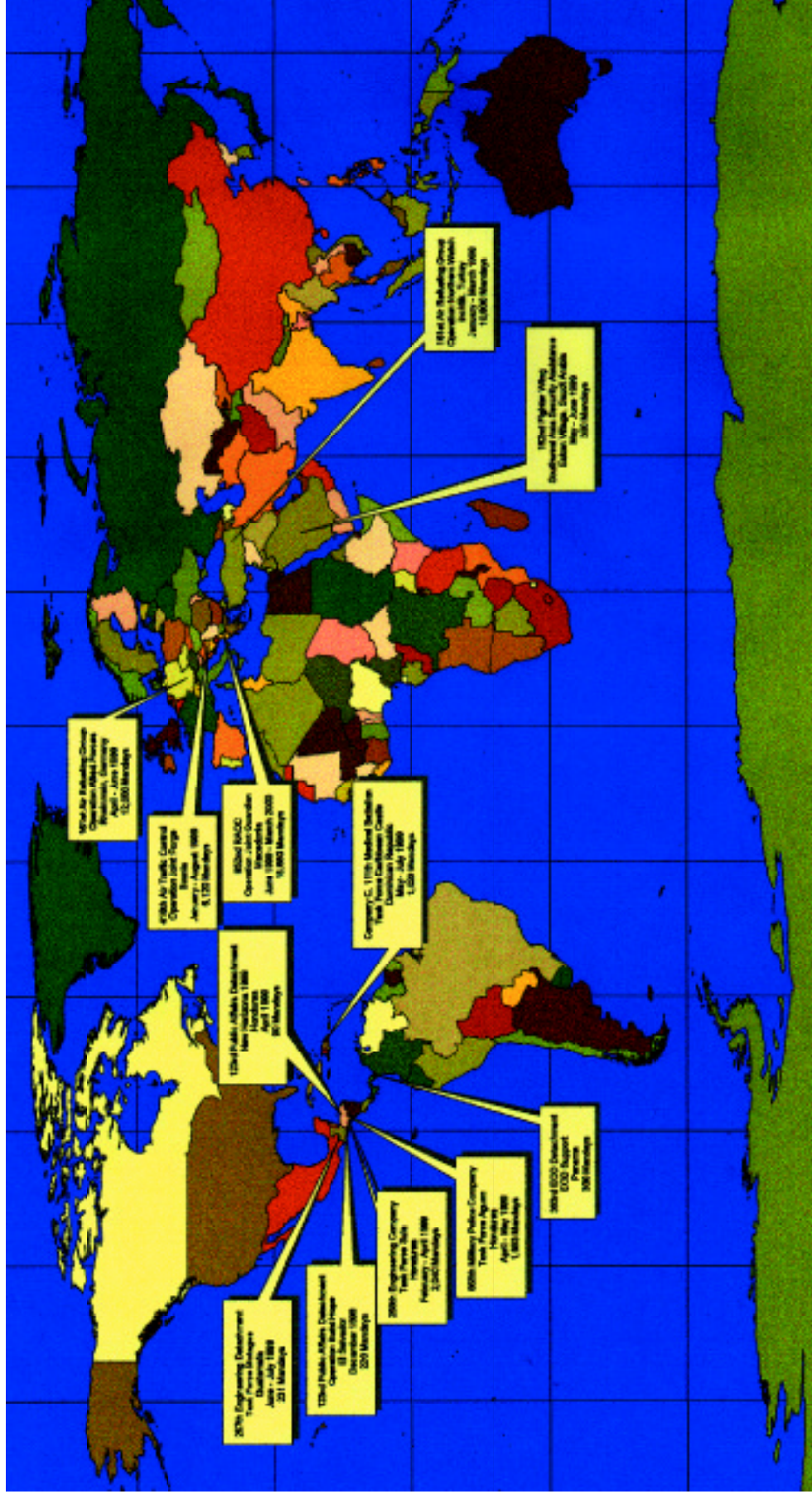
The 107th Air Control Squadron is located in Phoenix and is a Command, Control, Communications, Computer and Intelligence element within a Theater Air Control System. As a Control and Reporting Center, the unit provides air surveillance, identification, weapons control, data link and battle management functions from bare base facilities that require ground defense, chemical warfare defense and worldwide mobility capabilities.

In January, Major General Weaver, Director of the Air National Guard at National Guard Bureau, announced that the 107th would receive a new mission. The U.S. Air Force needed a unit to provide command and control training for the United States Air Force and the 107th was selected for this new mission. The unit will provide initial

skills training to both active duty and Air National Guard personnel beginning in January 2000. To launch its new mission as a command and control training organization, the unit provided training to deploying forces, both Active and Guard, to increase the mission readiness and capability of those personnel. By doing so, the 107th acted as a “force multiplier” for the recent contingency efforts in Kosovo, and for the ongoing efforts in Southwest Asia (Kuwait).

Individual efforts included deployments to Nellis AFB, Fort Huachuca, Bolivia, as well as to Germany and Italy in support of Operations Joint Force and Allied Force. Over the past year, the unit also provided day-to-day control of more than 500 missions with Arizona-based aircraft, and aircraft from all service branches, as well as the Canadian, German, Singapore and Taiwanese Air Forces.

Additionally, the 107th was selected to represent the Air National Guard on the Arizona Space Commission.

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APPENDIX C. ARIZONA DIVISION OF EMERGENCY MANAGEMENT



Arizona's emergency management community consists of thousands of dedicated personnel working together in a shared partnership between the public and private sector to protect the health and safety of people and property throughout the state. The Division of Emergency Management, while only a small component of this community, serves to protect the health and safety of people and property in Arizona.

This annual report presents both narrative and statistical information regarding various mission accomplishments and program activities during the 1999 state fiscal year.

MISSION

The division coordinates emergency services and the efforts of governmental agencies to reduce the impact of disasters on persons and property in Arizona.

VISION

The Division of Emergency Management will be the best emergency management organization in the United States. By the beginning of the 21st century, the division will have become the recognized national emergency management leader through innovative delivery of customer services and preparing for and training to recover from Arizona's and the nation's catastrophic disasters.

During this past year emphasis for the emergency management community included:

- Further cultivating "partnering" across Arizona.
- Integrating an all-hazards approach to emergency management.
- Substantially increasing mitigative activities by securing additional resources to preempt many consequences of disaster and

being aggressive and innovative in implementing mitigative initiatives within the public and private sectors.

- Emplacing response and recovery capabilities of Arizona's emergency management community through collective planning, exercising, interstate and intrastate mutual aid agreements, effective resource management, communications and improved data management.
- Assessing the capabilities and readiness of Arizona's partners to respond to and recover from emergencies and disasters and establish strategies to improve our shortfalls.

Major division accomplishments included:

- Responded to three state disaster declarations and several local emergencies.
- Continued directing the statewide January 1993 Tropical Winter Storm Flood Emergency, costing \$144 million.
- Managed the Clifton Flood Control Project and statewide mitigation activities.
- Conducted comprehensive training and emergency response exercises.
- Updated and distributed the State Response and Recovery Plan.
- Improved the capability of the State and Alternate State Emergency Operations Centers to respond to disasters and emergency conditions.

EMERGENCY PROTOCOL

The division directs the continuing development of Arizona's comprehensive Emergency Management System (EMS). The four philosophies of EMS are:

- Mitigation implements structural and nonstructural projects to reduce the risk from hazards.
- Preparedness increases the capability to respond to and recover from emergencies and disasters through emergency planning, training and exercising.
- Response mobilizes personnel, activates

facilities and coordinates resources.

- Recovery assists individuals and governments in restoring facilities, homes and businesses.

The objectives of EMS programs in Arizona are to minimize injury and loss of life, reduce personal property damage and economic loss, restore essential community and public services, and expedite the recovery of affected communities.

The division maintains a Duty Officer and Support Team available 24 hours-a-day to receive emergency alerts, issue warnings and instructions to the public and to coordinate initial state response with local emergency officials. The duty officer serves as the division's point of contact for the State Warning Point, managed by the Department of Public Safety.

DIVISION GOALS FOR FISCAL YEAR 1999:

- To reduce or eliminate the effects of emergencies and disasters through mitigative activities.
- To reduce the impact of emergencies and disasters through comprehensive planning, training and exercise programs.
- To increase state, local and private capabilities to respond to and recover from emergencies and disasters.
- To implement the Federal Emergency Planning and Community Right-to-Know Act of 1986.
- To secure the availability of contingency aviation and communication resources to support state response and recovery activities during times of emergency and disaster (Civil Air Patrol).

DISASTER MUTUAL AID: The Arizona Mutual Aid System establishes agreements between local and state governments to share resources in response to an emergency or disaster. The system consists of interstate and intrastate agreements. The interstate agreement will include the states of Arizona, California, Colorado, Nevada, New Mexico and Utah. Provisions for Mutual Aid among Arizona's 15 counties are

provided for in state statutes and the State of Arizona Emergency Response and Recovery Plan.

ORGANIZATION

The division consists of the director's office and is organized along functional lines with three sections: Response, Recovery and Mitigation; Plans, Training and Exercise; Resource Management; and one commission: the Arizona Emergency Response Commission.

OFFICE OF THE DIRECTOR

The director formulates policy and provides guidance affecting all aspects of division activities. In times of emergency, the director serves as the Governor's Authorized Representative and administers emergency funds allocated by the declaration. The director also serves as chairman of the Arizona Emergency Response Commission.



MICHAEL AUSTIN

RESPONSE, RECOVERY AND MITIGATION (R2M)

The R2M Section executes emergency response, recovery and mitigation plans and programs through the coordination and application of federal and state resources. In the event of a major disaster, a separate Disaster Recovery Section would be activated to manage a Disaster Field Office which administers the technical support and funding programs for long-term recovery from disasters. The section consists primarily of Disaster Reservists who assist disaster aid applicants, conduct damage assessment, provide technical assistance and inspect recovery projects. A single major presidential disaster declaration remains open, the 1993 Tropical Winter Storm Flood Emergency.

In fiscal year 1999, the Governor declared five State Emergency Proclamations:

- 99001: Red Imported Fire Ants (Statewide) - On January 21, 1999, the Governor declared a state of emergency to exist effective January 20, 1999 in the state of Arizona due to the infestation of the Red Imported Fire Ant. This infestation posed a significant threat to public health and quality of life, including public and private lands, and economic and human suffering. This pro-clamation included an allocation of \$200,000 for emergency measures.

- 99002: New River Hazardous Materials Event (Maricopa County) - On March 23, 1999, the Governor proclaimed a hazardous materials incident and local emergency to exist on real property located at 44830 North 27th Avenue, New River, Maricopa County, Arizona. The threat of a release of the hazardous materials and an imminent and substantial endangerment to the public health or welfare or the environment existed on the property due to the potential of an unplanned fire or explosion. The proclamation allocated \$200,000 for emergency protective measures. On May 11, 1999, the Governor's Emergency Council made an additional allocation of \$179,000, making a total of \$379,000 available.

- 99004: Pre-suppression Fire Assistance (Statewide) - On May 6, 1999, the Governor declared a Statewide Wildland Fire Emergency for anticipated extreme fire conditions and authorized \$200,000 for pre-suppression activity.

Arizona was under the influence of a "La Nina" weather pattern for several months this year, which resulted in an unusually warm and dry winter. Mid-to-high-elevation fuels were very dry, and fire potential in the brush fields and timber stands was expected to be extreme in late spring and summer. Fire occurrence and fire behavior were well above normal in the winter, another early indicator of a potentially very difficult fire season.

The Arizona Division of Emergency Management, in cooperation and coordination with the Arizona State Land Department's Fire Management Division and their federal and local providers, recommended that fire prevention and

fire suppression resources be pre-positioned in critical areas to mitigate the high potential for a disastrous wildfire season. With these resources, we provided for better public awareness and other fire prevention activities and improved suppression of wildland fires through the fire season.

On May 11, 1999, the Council made an additional allocation of \$1,330,200 making a total of \$1,530,200 available to the Arizona State Land Department through the division for costs associated with the acquisition, training and deployment of fire suppression assets throughout the state.

- 99005: Rainbow Fire (Navajo County) - On June 17, 1999, the Governor proclaimed an emergency due to a severe forest and grassland fire, known as the Rainbow Fire, which occurred June 11 through 15, 1999, on the White Mountain Apache Reservation in Navajo County. The fire consumed over 4,000 acres causing loss of electrical power and 1,000 residents to be evacuated from their homes. The proclamation included an allocation of \$200,000 for emergency measures.

- 99006: Drought (Statewide) - On June 23, 1999, the Governor proclaimed an emergency due to the lack of precipitation, which significantly reduced surface and ground water supplies and stream flows. The drought endangered the crops, property and livestock of the citizens of Arizona. The proclamation included the activation of the State of Arizona Emergency Response and Recovery Plan.

- Prior Year Disaster Recovery - The January 1993 Tropical Winter Storm Flood Emergency remains open and applicants are still completing recovery projects. The final three of 147 applicants received approval by the Federal Emergency Management Agency (FEMA) in fiscal year 1999 for recovery projects.

FEMA has revised their Public Assistance Program. The Disaster Recovery Section continues to receive training in this revised program and to train the Arizona political

subdivisions and state agencies. The state of Arizona administers its disaster recovery program consistent with FEMA's program so that the political subdivisions and state agencies work with only one program.

Search and Rescue (SAR): Arizona's SAR community conducted 497 missions statewide. The State SAR Coordinator manages reimbursements to the county governments and state agencies and expeditiously supports multi-agency response to include resource acquisition and mission coordination. Thirty-five missions were conducted with multi-county responses assisting one another. The Department of Public Safety assisted on 144 missions, the Arizona National Guard assisted on two missions and the Civil Air Patrol conducted 64 and assisted on three missions. In September 1998, the division sponsored SAR annual training in Show Low which was attended by the Arizona Sheriffs SAR Coordinators.

Public Affairs Program: The Public Affairs Program prepares people and communities to respond to emergency or disaster conditions. These preparations allow people to cope on their own for at least 72 hours during an emergency. The Family Protection Program encourages people to:

- Learn about hazards and self-help actions to prepare for home emergencies. Publications were distributed to communities, schools, citizen groups and families. The division's web site includes a variety of preparedness information for the public.
- Assemble home, car and business emergency preparedness kits and prepare a family emergency plan, including a checklist of actions to take before, during and after a disaster. An Emergency Preparedness Guide was published in residential and commercial phone books throughout the state.

Disaster Preparedness and Improvement Grant (DPIG): DPIG coordinated creating the Public Assistance Guide in pdf and html formats

for the ADEM web site. The Response, Recovery and Mitigation Section of the ADEM web site was redesigned with additional pages created to support disaster preparedness, flood insurance, home emergency check lists, monthly advisories, weather, wildland fire safety, emergency public information and operational press releases.

Hazard Mitigation: Mitigation programs reduce deaths, injuries, property loss, support economic recovery, and reduce the impact of disasters on a community. The goal of the division's mitigation program is to reduce our need to respond to a disaster. The primary purpose of hazard mitigation is to ensure that fewer communities and fewer people are affected by disasters.

The Hazard Mitigation Section is continuing to develop a Statewide All-Hazard Mitigation Plan in coordination with other state agencies and is continuing to assist communities such as Fredonia and Nogales in the mitigation planning process.

Current hazard mitigation projects are aimed at reducing or eliminating future damages. The focus of hazard mitigation projects is on protecting, strengthening, elevating and relocating to enhance the communities' ability to withstand the damaging impacts of future disasters.

Funding is provided by the federal government under the Hazard Mitigation Grant Program as authorized by the Stafford Act, Section 404. State and local governments, special districts, Indian Nations and eligible private nonprofit organizations can apply for project funding. HMGP funds are only available after a federally declared disaster.

Flood Mitigation Assistance (FMA): FMA provides funding to assist Arizona communities in implementing measures to reduce or eliminate the long-term risk of flood damage to buildings, manufactured homes and other structures insurable under the National Flood Insurance Program (NFIP).

There are three types of grants available. Planning Grants assist communities in developing or updating flood mitigation plans; Project Grants assist communities in implementing measures to

reduce flood losses; and Technical Assistance Grants assist states in providing technical assistance to applicants.

Project Impact - Building Disaster Resistant Communities: Project Impact is a national initiative to change the way America responds to disasters by encouraging communities to partner with private industry and volunteer agencies and other governmental organizations to reduce the impact of future disasters in a community. Through this alliance, communities look at disaster vulnerabilities and how they can mitigate the effects of the potential disasters.

In fiscal year 1998, the city of Tempe was the first Arizona community selected to participate in Project Impact. Tempe received \$500,000 from FEMA as seed money to mitigate the city against disaster impacts. There are currently 22 partners on the team who have contributed over \$2 million in services and financial assistance to community emergency management programs. Two of the projects identified by the partners include hardening of the electric utility system and the backup potable water supply. The city and its partners are still identifying additional projects.

In fiscal year 1999, the city and county of Yuma were selected to participate in Project Impact. On May 18, Yuma signed a memorandum of agreement with the Federal Emergency Management Agency. The signing date was specifically chosen to correspond with the anniversary of the May 18, 1940, earthquake, a 7.1 magnitude, in Imperial Valley, California, that caused moderate to heavy damage through-out the Yuma Valley. The community was selected based on previous support of mitigation projects.

PLANS, TRAINING & EXERCISE AND STATE & LOCAL PLANNING

The State of Arizona Emergency Response and Recovery Plan was completed and distributed. A copy of the emergency plan is available for public viewing and can be downloaded at: <http://www.state.az.us/es>.

Earthquake Preparedness Program: Arizona

continues to receive warnings from mother nature regarding the potential for earthquake damage. These warnings come from the many small earthquakes that occur throughout the year. Since last year's report, we have experienced over 30 earthquakes in the state. There were seven with magnitudes over 3.0 across the north country, including two near Fredonia at 3.4 and 4.1. Several of these earth-quakes were felt by rangers and campers in the Grand Canyon area. The magnitude 6.7 in Central Mexico on June 15, 1999 heightened the seismic awareness of residents in Yuma.

The Arizona Council for Earthquake Safety (ACES) produced a videotape on the Arizona Earthquake Threat. This ten minute video covers the history of Arizona earthquakes and provides examples of what some communities are doing to mitigate this danger. This video is available to the public through the ADEM Earthquake Office.

ACES has contracted with the Arizona Geological Survey and the Arizona Earthquake Information Center at Northern Arizona University for a single source hazard identification map. This map will identify all of the known 1,995 earthquake faults in Arizona and show the location of significant historical earthquakes.

Statewide Planning: The Mortuary Services Task Force met to discuss and review resources available during major mass fatality events. As a result of the discussion, ADEM requested funding for a mobile mortuary for the state of Arizona. This request was made through a grant for civil preparedness.

State and Local Planning Assistance (SLA): SLA continued to support preparedness efforts by providing guidance, advice and technical expertise to state and local agencies in the process of developing organization specific, emergency response plans. Planning staff members participated in the planning and coordination efforts for the Star Flash Ranch chemical clean-up, the Domestic Preparedness Task Force and the Statewide Flood Warning Project. Support by participation occurred also with the Multi-Hazard Safety Program for Schools by means of exercise design

and evaluation support for local agencies.

Comprehensive Exercise Program (CEP): CEP continued to assist local and state agencies in testing and updating their Emergency Operations Plans (EOP). Assistance was provided in the form of Exercise Design and Evaluation courses and individual assistance site visits. Significant exercise activities included:

- State of Arizona - A comprehensive statewide exercise involving 30 state agencies, four counties and representatives from the Federal Emergency Management Agency (FEMA) was conducted in November of 1998. The exercise incorporated all recent changes in federal recovery procedures and included briefings from FEMA representatives. This exercise was preceded by several training sessions in recovery procedures and provided a realistic test of this new operational environment utilized in recovery operations.
- Cities - Special emphasis was placed on preparing state, private sector and local agencies for the upcoming Y2K transition. Support was provided to the city of Phoenix, Coconino County, Yavapai County, and the city and county of Yuma.
- Lake Havasu City - CEP provided technical planning and exercise assistance in preparation for the city's Integrated Emergency Management Class at the Emergency Management Institute in Emmitsburg, Maryland in July 1999.
- Maricopa County/State of Arizona - An extensive federally evaluated exercise was conducted involving offsite support during a simulated emergency at Palo Verde Nuclear Generating Plant. Every objective (two- and six-year requirements) was tested. All areas evaluated were rated satisfactory.

Radiological Emergency Preparedness Program: Federal regulations require a commercial nuclear power plant to receive and maintain an operating license and mandate local and state governments to prepare and maintain a plan and demonstrate emergency response capabilities that will protect the population from the effects of direct radiation exposure and minimize the

potential for persons ingesting radiologically contaminated substances.

The State of Arizona/County of Maricopa Off-Site Emergency Response Plan for Palo Verde Nuclear Generating Station (PVNGS) was approved by the federal government in 1984 and is revised annually and federally evaluated every other year. The following required activities were conducted this year.

- A federally evaluated hospital exercise was conducted on October 15, 1998 with Good Samaritan Medical Center. The exercise simulated an on-site contaminated and injured individual.
- The annual evaluated full-activation of the siren alerting system within the ten-mile radius of the PVNGS was conducted on November 4, 1998.
- A federally evaluated hospital exercise was conducted on November 18, 1998 with Maryvale Hospital. The exercise simulated an off-site (plant) contaminated and injured individual.
- An unannounced and off-hours rehearsal Plume Exposure Pathway exercise was conducted on February 17, 1999.
- A federally evaluated, unannounced and off-hours Plume Exposure Pathway exercise was conducted on March 9, 1999.

Training: Numerous courses in Emergency Management, Domestic Preparedness and Hazardous Materials were conducted by the Training Office as follows:

Over \$71,000.00 in state and federal monies were utilized for course production and student travel and per diem reimbursement.

RESOURCE MANAGEMENT (RM)

COUNTY	COURSES	PARTICIPANTS
Apache	1	25
Cochise	14	141
Cocronado	14	177
Gila	4	86
Graham	3	108
Maricopa	53	1703
Mohave	5	147
Navajo	3	56
Pima	8	118
Pinal	6	95
Santa Cruz	1	25
Yavapai	5	82
Yuma	4	61

RM consolidates the budget, finance, logistics, administration, telecommunications and information management functions for the division. The section provides program management of the Clifton Flood Recovery Project scheduled for completion in early 2000.

Information Management (IM): The division implemented a new strategic information technology plan. The effort focused on developing an automated system which streamlines day-to-day operations and readily adapts to an emergency management system, both networked throughout the state. The Information Manager networked the organization's stand-alone computer systems into a local area network (LAN) linking division staff, county emergency coordinators, state and federal agencies, FEMA Region IX and the "Emergency Information System." In June 1999, the LAN was integrated with Arizona's statewide MAGNET.

Emergency Information System (EIS): The division uses and maintains EIS which automates and integrates incident management, situation status and analysis, and logistics into a geographical display format which accommodates information distribution throughout a statewide network. EIS is networked with the fifteen county emergency management offices.

Internet/Homepage: The division LAN supports the agency's Homepage (www.state.az.us/es) and linkage with the Worldwide Web.

Hazardous Materials Data Base Management: In support of the Arizona Emergency Response Commission, the hazardous materials data base was integrated into the Emergency Information System and initiated a quality control process to ensure the accuracy and completeness of statewide Emergency Planning and Community Right-to-Know Act information. A project was initiated to make this database accessible via Internet for public review, inquiry, download and data input.

Telecommunications: The division continued to improve the capabilities of the statewide

emergency communications system in concert with the state Survivability Capability Management Plan which analyzes mode, risk, redundancy and capability. In 1997, a long range development plan provided the strategy to ensure statewide communications coverage by either radio, telephone, satellite communications, computer networking or a combination thereof. In 1999, the division continued to expand its state-of-the-art telephone switching system to provide additional user options and to meet the demands of data automation and information management.

Budget and Finance: The section's responsibilities include budgeting, financial management, and oversight of accounting and auditing of state and federal funds amounting to approximately \$5.4 million in fiscal year 1999. These funds involved more than 60 cost accounts for emergency management program activities and the administration of federal and state disaster public and individual assistance funds.

Federal Grants Administration: The section provided annual grant coordination for state programs funded by the Federal Emergency Management Agency, the U.S. Department of Transportation and the Environmental Protection Agency. This included nine separate programs; three were fully funded with federal funds. The section assists in the preparation, compilation, negotiation, monitoring and reporting of work outlined in the division's annual Cooperative Agreement with FEMA and other federal grant agreements. These programs received over \$2.5 million in federal funds. Semiannual performance reports were provided for over 200 separate program activities.

Logistics/Administration: During emergencies, the section coordinates emergency procurement, availability of state resources and support for the State Emergency Operations Center. The section expanded its listing of resources by agency and commodity. This listing will facilitate the coordination of resources during emergency response. During routine periods, the section coordinates procurement activities, serves

as a clearinghouse for personnel actions, and manages the division's fixed assets for capital and noncapital equipment. Inventory is valued at over \$3 million.

State Emergency Operations Center (SEOC): The SEOC was established to support disaster response representatives from state and local governments, volunteer organizations, and to direct and coordinate disaster response. The facility maintains data automation, multimedia distribution and telecommunications systems to support this coordination effort. With the use of matching federal funds, the SEOC received system upgrades in 1999 for its support systems.

Emergency Alert System (EAS): The Federal Communications Commission, in coordination with FEMA, maintains a national program requiring the implementation of a digitized EAS network. The mandate requires participation by the broadcast industry, including television, radio and cable systems. The system will enhance the capability of government agencies to alert specific communities throughout the state during times of emergency. Scheduled to be completed by late 1999, EAS will replace the Emergency Broadcast System.

Early Flood Warning System (EFWS): A joint effort of the Department of Water Resources, Salt River Project, U.S. Weather Service, U.S. Army Corps of Engineers and a number of other agencies initiated the development of a statewide automated EFWS network. The system now provides key agencies a means to monitor precipitation and water flows and predict flooding. This capability allows state and local government to be pro-active in their response to severe storms.

Arizona Freeway Management System (AFMS): With assistance from the Arizona Department of Transportation, an AFMS terminal was installed in the State Emergency Operations Center. This terminal provides up-to-date information on the status of Arizona's highway and road network.

Alternate State Emergency Operations Center (ASEOC): In coordination with the

Federal Emergency Management Agency, Yavapai County and the city of Prescott, a joint-use ASEOC is maintained in Prescott which serves as a forward emergency operations center for the northern regions of Arizona. The facility continues to be improved to meet the needs of state and local governments.

Survivable Crisis Management (SCM): The Survivable Crisis Management Program serves to analyze the capability of state and local governments to provide direction and control when disasters occur. From this analysis, recommendations are made on the acquisition of facilities and equipment, the development of appropriate plans and operating procedures, and the training requirements of the emergency operating staff.

The upgrade of the division's telecommunications capability has been an ongoing effort. The State Emergency Operations Center has communications capabilities in the HF, VHF and UHF bands. Packet radio capability (digital data transmission) and four communications consoles providing radio for the Radio Amateur Civil Emergency Service, state agencies and Civil Air Patrol have been installed.

Clifton Flood Control Project: The division, in partnership with the Town of Clifton and the U.S. Army Corps of Engineers, has completed two of three phases of the \$23.8 million flood control project. The acquisition of 200 flood plain



Once ravaged by flood waters, the town of Clifton now rests easy as the flood control project nears completion. This 3,000-foot long levee was built by the U.S. Army Corps of Engineers to protect south Clifton.

properties and the relocation of 150 families was completed in June 1999. Construction of a recreational park to reclaim the evacuated flood plain area was initiated in June 1999. Project benefits include:

- Improved protection from future flooding;
- An Early Flood Warning System;
- Economic/social impact of a recreational park; and
- Elimination of local flood insurance costs.

ARIZONA STATE EMERGENCY RESPONSE COMMISSION (AZSERC)

AZSERC consists of five voting members, including the director of the Division of Emergency Management who serves as Chairperson; and the directors, or their designees, of the Departments of Environmental Quality, Health Services, Public Safety and Transportation. There is also an advisory committee to the commission which consists of the State Fire Marshal; the chief administrative officer or a designee from the Department of Agriculture, the Corporation Commission, the Industrial Commission of Arizona, the Radiation Regulatory Agency; the State Mine Inspector; two representatives nominated by the Arizona Fire Chiefs Association; and four members from the private sector nominated by the Commission and appointed by the Governor.

The commission implements the Emergency Planning and Community Right-to-Know Act (EPCRA) program in Arizona, including the supervision of Local Emergency Planning Committees, grants program administration, coordination of emergency notification of chemical releases, public disclosure of business and industry, chemical inventories and emergency plans, risk communication, and EPCRA outreach activities to support emergency responders, industry, community and academia. Activities during FY99 included:

- Organized, managed and hosted the “Shape Tomorrow Together” training and workshop programs in May 1999, providing over 20 separate

workshops for attendees. Sponsored attendance for responders and Local Emergency Planning Committees throughout Arizona. Over 600 people from the United States and several foreign countries attended.

- Supported Border Communities through hosting of Environmental Protection Agency/Mexico joint planning meeting in Sierra Vista to further sister city planning.

- Updated Local Emergency Planning Committee points of contact for Arizona counties for internal and external distribution.

- Outreach efforts included coordination with the Native American Council, Intertribal Council of Arizona, Gila River Indian Community, Tohono O’odham Nation and Salt River Pima-Maricopa officials.

- Developed a customer service survey in support of the Cooperative Agreement with the Federal Emergency Management Agency.

- Hosted two AZSERC meetings (September 1998 and January 1999) and one enforcement task force meeting. The commission and enforcement task force meetings were attended by 45 members from federal and local governments, private industry and concerned citizens.

- Supported the Regional Response Team meeting. Discussed and planned the May 1999 workshops and training programs hosted by the AZSERC in May 1999.

- Hosted Gatekeeper 99, an annual workshop providing information on hazardous chemicals planning reporting requirements under both state and federal laws. Over 150 people attended the workshops.

- Distributed North American Emergency Response Guidebooks to 261 fire departments and districts. This guidebook was designed to assist first responders during the initial phase of a hazardous materials or dangerous goods incident.

- Implemented an electronic Internet on-line database for filing annual TIER II reports to simplify reporting requirements by Arizona facilities.

- Received the National Partnership for Reinventing Government’s Vice Presidential “Hammer Award” and the Environmental

Protection Agency, Region IX's "Earth Day" award for creating the Basic On-Line Disaster Emergency Response Program. This is a tool to assist responders and industries in environmental hazardous materials reporting.

- Sponsored Risk Management Program training. Over 40 businesses, industry and government officials attended.

- Distributed \$47,700 from the Emergency Response Fund to all Arizona counties to enhance their emergency response capability. Provided additional funds for equipment required by Local Emergency Planning Committees.

APPENDIX D. ARIZONA MILITARY MUSEUM

The Arizona National Guard Historical Society was founded in 1975 to discover and memorialize the military history of Arizona. The Historical Society constructed the Arizona Military Museum in space made available in 1978 by the General Staff, Arizona National Guard. The Society operates and maintains the museum.

The officers and directors of the museum consider the military history of Arizona as beginning with the arrival of the Spanish Conquistadors in

what is now Arizona to the present. The military experiences of all citizens of Arizona, native and adoptive, are considered germane to the military history of the state. The theme of the museum is "Lest We forget." All visitors learn of those who served in the uniformed services of the United States and the territory and state of Arizona, with special appreciation for those made the ultimate sacrifice in combat or training. The museum is nationally recognized and has been awarded the Department of Army Certificate of Facility Excellence as part of the Army Communities of Excellence Program.

Although the museum is only open to the general public eighteen hours a week, the monthly attendance of visitors averages six to seven hundred each month during the summer. The number of visitors peak during the peak convention and winter visitor season. The museum sign-in Visitor Register shows approximately 40% of the visitors are from other states and foreign countries.

The Society conducts historical lectures, tours, a biennial luncheon for the reunion of former German prisoners of war housed at Papago Park POW Camp during World War II, and conducts an annual open house with a military vehicle collectors show.



Visitors to the Arizona Military Museum come from all over the world and cover all ages. Some of the sites viewed include helicopter static displays (above) and Operation Desert Storm (right). Other displays deal with each major war or conflict, and special Arizona historical areas of interest.



APPENDIX E. PROJECT CHALLENGE

Project ChalleNGe is a preventive rather than a remedial “youth-at-risk” program that focuses on developing discipline and responsibility. This 17 month long program is administered and operated by Arizona National Guard personnel and offers an opportunity for selected young adults to achieve previously unattainable educational and employment goals.

Project ChalleNGe provides these young men and women a chance to change the course of their lives by significantly improving their life-coping skills in many areas, including leadership development, conflict resolution and career exploration and planning.

Students who complete the initial five month residential phase of the program are eligible to receive a stipend. Stipend monies are to be used to attend post-secondary educational institutions or vocational/technical schools related to the student’s career goals. There is no cost to the student or the student’s family for enrollment in the program. The Arizona National Guard Military Youth Corps ChalleNGe Program is paid for by the U. S. Department of Defense and is supported by the National Guard Bureau. Although administered by the National Guard, there is no military obligation for those who participate.

The program begins with a five month residential phase where students live and train in a military-style environment at Williams Gateway Regional airport in Mesa. Participants learn self-discipline, leadership and responsibility utilizing a unique combination of classroom work, community service, physical training, and challenging

individual and team activities. To help each student with their particular needs, classroom sizes are limited, and adult counselors and leaders are assigned to all enrollees.

The core curriculum consists of 200 hours of classroom instruction, during which time students will complete requirements for a General Equivalency Diploma (GED). Participants who display the initiative can also enroll in community college courses concurrently while studying for their GED. All students participate in community and service projects.

Other primary components include:

- Leadership development
- Team and group negotiation skills
- Nonviolent conflicts resolution
- Citizenship - Its full meaning
- Life-coping skills
- Skills training and career counseling
- Computer training
- Health and hygiene
- Physical training

Students follow a rigorous and challenging daily schedule of events beginning at 5 am and ending at 9 pm. After classroom studies, students take field trips and take part in community service projects such as food and clothing drives. Participants are issued non-military uniforms along with physical training clothing, and are required to adhere to standards of appearance, a student code of conduct and all program regulations.

The second phase is a 12 month mentoring program. Community leaders and National Guard

PROJECT CHALLENGE DOLLAR VALUE

Class 10 - 18,609 hours of community service contributed
Dollar value of \$102,000 @ \$5.50 per hour
Dollar value of \$233,000 @ \$ 12.50 per hour
Class 12 - 16,928 hours of community service contributed
Dollar value of \$93,000 @ \$5.50 per hour
Dollar value of \$212,000 @ \$12.50 per hour

members volunteer to be mentors to students who complete the five-month residential phase. All of the individuals who complete the first phase are teamed with their mentors to continue their education or look for employment. Mentors also act as role models and meet regularly with the students in the program to nurture and encourage them in attaining their goals.

Every student who graduates has a requirement to complete a minimum of 100 hours of community service. Our students and staff have been involved in the following community service activities:

- Adopt-A-Highway
- St. Mary's Foodbank
- NFL Air-It-Out Football
- Grand Canyon State Games
- Arizona Clean and Beautiful
- Arizona Trail Training
- Flagstaff Clean and Green
- Arizona State Land Department
- Tombstone City Cleanup



Community service teaches students to care for the environment and the community they live in making them better Arizona citizens.



Project ChalleNge youths engage in military drill and ceremony techniques in order to build esprit de corps and discipline among the students.

APPENDIX F. JOINT COUNTER NARCOTICS TASK FORCE (JCNTF)

The Arizona National Guard JCNTF is a vital member of a coalition of National Guard, law enforcement agencies and local communities, which are involved in a multi-front battle against drugs and drug-related violence. The mission is to provide comprehensive and high-quality support to both law enforcement agencies and community-based organizations that request National Guard assistance. The JCNTF is composed of over 230 active duty soldiers and airmen from units throughout the state. They are used strictly in a support role, and have no arrest authority.

JCNTF activities are broken down into three functional categories: demand reduction, supply reduction, and oversight of the Arizona National Guard substance abuse testing program.

DEMAND REDUCTION

The mission of demand reduction is to organize and expand community efforts to form a coordinated and complimentary system that reduces substance abuse in Arizona.

Demand Reduction personnel provide a vast array of support to Arizona communities through varying projects including coordination of neighborhood cleanups, community committees and block watches. They also provide anti-drug education to professional and community organizations and coordinate action groups that assist citi-

zens in making their own community a better and safer place to live. In addition to the many community efforts, Demand Reduction personnel support several youth-oriented programs.

The Drug Awareness Course increases a youth's ability to recognize and avoid the dangers of drugs and drug-related crimes. Guardmembers go into schools and conduct presentations to students highlighting the importance and the long-term benefit of leading drug and gang-free lives.

The Freedom Academy Program is funded primarily through the Governor's Office of Drug Policy and is provided at no cost to junior high school and high school students. The program provides a multifaceted curriculum that presents subjects such as self-esteem building, personal responsibility, leadership, cultural pride, awareness, and drug and gang education. These courses are presented over a weekend at either military training sites or nonprofit camps located throughout Arizona.

The Department of Justice sponsored Drug Education for Youth is a week-long program that focuses on children between the ages of nine and twelve. This program is designed to promote positive life values and relationships to children at an early age.

The Methamphetamine Control Strategy was developed with the primary objective of decreasing the supply and demand for methamphetamine. The primary goal of this strategy is to increase public awareness of the harmful potential of methamphetamine. This program strives to educate professionals across the state on identification of methamphetamine abusers and detection of clandestine laboratories through conferences and presentations. The strategy includes an aggressive campaign consisting of an internet web site, bumper stickers, television commercials, posters, bench advertisements, billboards and literature.

SUPPLY REDUCTION

Supply reduction activities help stem the flow of illegal narcotics into the United States. The JCNTF performs a variety of counterdrug missions in direct support of local, state, and federal law enforcement agencies (LEA) throughout Arizona.

Providing unique military-oriented skills, the JCNTF acts as a force-multiplier for LEAs. The types of support provided to LEAs are diverse, focusing primarily on investigative and interdiction efforts.

Investigative support is provided in several different categories. JCNTF members in Tucson perform translation of recorded Spanish language investigations. This support is cost-effective, and enhances ongoing counterdrug investigations. Operational case support and intelligence analysis support is also provided by the JCNTF, which significantly enhances the effectiveness of counterdrug investigations. Analysts utilize advanced analytical skills to provide law enforcement with tactical interdiction and investigative options.

Some LEAs also request assistance with technical support. To meet these demands, the JCNTF provides personnel trained to maintain communications equipment, ground sensors and area observation cameras. Additionally, Guard members at Ft. Huachuca test and evaluate new technologies for counterdrug applications. Once technologies have successfully passed all testing requirements, the National Guard trains law enforcement personnel on the effective employment of counterdrug equipment.

Perhaps the most critical support the JCNTF provides LEAs is in the area of reconnaissance and observation. Air reconnaissance and ground observation support draw on unique military-oriented skills and equipment which law enforcement agencies do not possess. Specially trained ground forces and aviators monitor activities in remote drug corridors. Helicopters, fixed wing aircraft, thermal imaging equipment, night vision devices and high-tech communications equipment are utilized to provide invaluable information and support to LEAs.

SUBSTANCE ABUSE PROGRAM

The Counterdrug Coordinator managed the Substance Abuse program for the Arizona Army and Air National Guard. Substance Abuse staff assigned to the JCNTF provided administrative and logistical support to units and oversaw the execution of individual drug testing programs.

APPENDIX G. ARIZONA ARMY NATIONAL GUARD FACILITIES AND REAL PROPERTY MANAGEMENT

The Arizona Army National Guard mission is “To be prepared for active deployment at the order of the President, and to provide statewide assistance in time of civil disturbance or natural disaster as directed by the Governor.” In order to accomplish this role, the Arizona Army National Guard operates and maintains training facilities and lands, and various administrative, maintenance, logistical and other support facilities. The inventory of facilities includes 280 buildings with a combined area of approximately 1.6 million square feet, located at 32 installations throughout the state. There are 30 armory buildings that currently support 62 units or detachments. Also included in the AZ ARNG inventory are 12 Organizational Maintenance Shops (OMS) or sub-shops, one Unit Training Equipment Site, one Combined Support Maintenance Shop and two Army Aviation Support Facilities.

In addition to armories and field training sites, a major facility of the Arizona Army National Guard is the Silver Bell Army Aviation Heliport near Marana. This facility covers approximately 200 acres, and is home to the Western Army Aviation Training Site (WAATS), an OMS, and the 285th Attack Helicopter Battalion, the Army Aviation Support Facility #2, and associated aircraft parking aprons, runways and taxiways.

The Arizona National Guard Headquarters is located at the 450-acre Papago Park Military Reservation (PPMR) in Phoenix. Facilities at PPMR provide accommodations for the Adjutant General, the Assistant Adjutant General for Army, the Assistant Adjutant General for Air, the Arizona Division of Emergency Management, headquarters staff, and the operations, maintenance, training and logistic functions for the statewide National Guard activities.

Florence Military Reservation, located near Florence, is a major training area consisting of 25,753 acres of firing ranges, including artillery and small arms, field training areas, and the Unit Training Equipment Site.

Camp Navajo, located near Flagstaff, consists of 28,000 acres that includes a training site com-

plex of eight buildings (approximately 100,000 square feet), a major industrial complex consisting of munitions and rocket motor storage and operations, armory, an OMS, firing ranges and all associated utility distribution systems and plants.

National Guard Armories:

Armories are the location for monthly drills, a gathering point for annual training activities and a mobilization point in the event of activation. Local armories are a critical link between the federal and local community. They provide a center for a rapid response, command and control capability in times of local emergencies such as fires, floods and earthquakes. Armories are used daily by a full-time support staff. Co-located Organizational Maintenance Shops are staffed with full-time personnel to perform equipment maintenance. Two armories provide space for the Joint Counter Narcotics Task Force.

As a state facility, the armory serves as a local headquarters for Arizona Army National Guard personnel and provides a location for assembly, not only for Guard personnel but also the local community and state emergency response teams. For example, during the forest fire season the State Land Department may use an armory as a staging area for fire fighters. The armory may also serve as a local community center for either private or civil functions.

Currently there are 30 armory buildings in 18 communities and 11 counties around the state. Over three-quarters (18) are over 25 years old and contain only about half the square feet required to accommodate assigned military missions. The limited size of the armories restricts the opportunities for joint-use with the local community. As an ongoing effort, the Army National Guard is employing a real property development Planning process that evaluates existing conditions, assets and requirements.

Additionally, considerable effort has been given to exploring the opportunities and concepts of community-based armories. Over the past year several communities have been contacted concerning the

possibility of developing joint-use community-based armories in conjunction with the National Guard. Most communities have shown a positive interest and two have begun internal studies on financing, site selection, and how the community can best be served by a joint-use community-based armory. These joint-use armories can be beneficial to the local community by providing facilities that can be used at a reduced cost. A joint-use community armory can provide space for activities such as weddings and anniversary parties, trade shows and business meetings, classrooms, music programs, exhibits and youth sports activities. The joint-use community-based armory is the concept of the future, promoting local community and Guard cooperation.

REAL PROPERTY IMPROVEMENTS

Silver Bell Aviation Heliport:

Several significant new facilities were built at Silver Bell Army Aviation Heliport in 1999. A new Organizational Maintenance Shop was constructed to replace an old mobile home that had been used for many years. This facility provides maintenance support for government vehicles assigned to the installation. A new unaccompanied student quarters and a dining facility were also completed in 1999. These new facilities will provide much needed housing and a dining area for the aviation training mission and operations at the WAATS complex. Future improvements proposed at Silver Bell include renovation and upgrade of the Combat Mission Simulator, hangar upgrades and renovations,

and aircraft parking apron improvements. Sixteen additional Apache helicopters are scheduled to be stationed at Silver Bell in 2002.

Papago Park Military Reservation:

Construction for a new 97,200 square foot Combined Support Maintenance Shop has begun and will be completed in the year 2000. This project will provide a state of the art maintenance facility. The old building will be renovated to accommodate other functions that are presently located in overcrowded substandard facilities.

Additionally, in order to provide better service to the soldier and eliminate substandard conditions in other buildings, a fiscal year 1999 proposal to convert an existing warehouse into a new Soldier Support Center that will provide approximately 16,000 square feet of much needed operational space.

During 1999, several buildings were renovated and upgraded; for example, one building was renovated to provide for a Distance Learning Center and a troop support center. Another vacant warehouse was renovated to provide an armory for a troop command unit.

Armory Renovations:

A program to renovate and upgrade armories around the state was begun in 1999. Building renewal projects planned are renovation of heating and air conditioning systems, installation or upgrade of fire alarm systems, renovation of latrines, interior and exterior painting, and installation of new exterior security lighting systems.

Maj. Gen. David Rataczak breaks ground for the new 97,200 square foot Combined Support Maintenance Shop at Papago Park Military Reservation, Phoenix.



APPENDIX H. ARIZONA TRAINING SITES, ARMORIES, AIR NATIONAL GUARD BASES AND EMERGENCY MANAGEMENT LOCATION MAP

